



Mark's top tips on employee engagement

What's it all about?

The term 'employee engagement' has been on most corporate agendas for many years now and some organisations have people in roles dedicated to driving engagement. Many employee opinion surveys are now geared towards establishing an engagement 'score', which can be seen as the equivalent of 'external' customer satisfaction

Our philosophy on...

Our approach to employee engagement is a simple one. We define engagement as an outcome, not a series of activities or an addition to the role of a manager or leader. You don't 'do' engagement. We believe that you focus on doing everything in your power as an organisation to drive your people to: say great things about you, go the extra mile for you and choose to stay with you... even though they could move elsewhere

Who will benefit?

Thinking about engagement as an outcome rather than an activity would be highly beneficial to anyone in a leadership role, working in HR or internal communication or more specifically, anyone with employee engagement in their job title!

Books that will help:

The CEO: Chief Engagement Officer: Turning Hierarchy Upside Down to Drive Performance by **John Smythe** - when published, this was described as 'the most significant book for internal communicators in 25 years'

The Truth About Employee Engagement: A Fable About Addressing the Three Root Causes of Job Misery by **Patrick M. Lencioni** - best-selling author Lencioni takes on the intriguing topic of 'misery at work'. He presents a simple model for making any job more rewarding and fulfilling

Build It: The Rebel Playbook for World Class Employee Engagement by **Glenn Elliott and Debra Corey** - a very accessible and practical book which offers some brilliant solutions and great examples of what others have done

Visit these websites:

engageforsuccess.org - a voluntary movement for employee engagement with some brilliant hints, tips and models

snacknation.com/guides - guidance and advice on strategies to drive engagement

acas.org.uk - tools and help; including advice on how to run an employee opinion survey

Or give us a shout:

+44 (0) 1858 461071 / hello@rambutan.biz / www.rambutan.biz and we'll give you magic dust on the subject of employee engagement

Know what drives the engagement outcome

The key drivers of engagement in most organisations are: brilliant, visible leaders who are approachable and have a coherent business story to tell; managers who motivate, coach, value, and empower their people; and a workplace culture where the values and associated behaviours are demonstrated by everyone. Use this knowledge to help focus your initial research

Begin with the end in mind

Work with the senior team and people from across the organisation to first describe a future where everyone is highly engaged. What defines an absolutely brilliant place to work? Build a picture of a future organisation where the outcome of engagement is achieved - what are employees saying, doing and feeling

Look at the outcomes now

An existing employee engagement/opinion survey is a good place to start understanding how engaged people are now and what gaps exist. Look behind the statistics and take time to discuss the survey in detail with as many employees as you can. Find out what's really going on and what people are really thinking and talking about. It's often not what you think it might be

Join up the dots

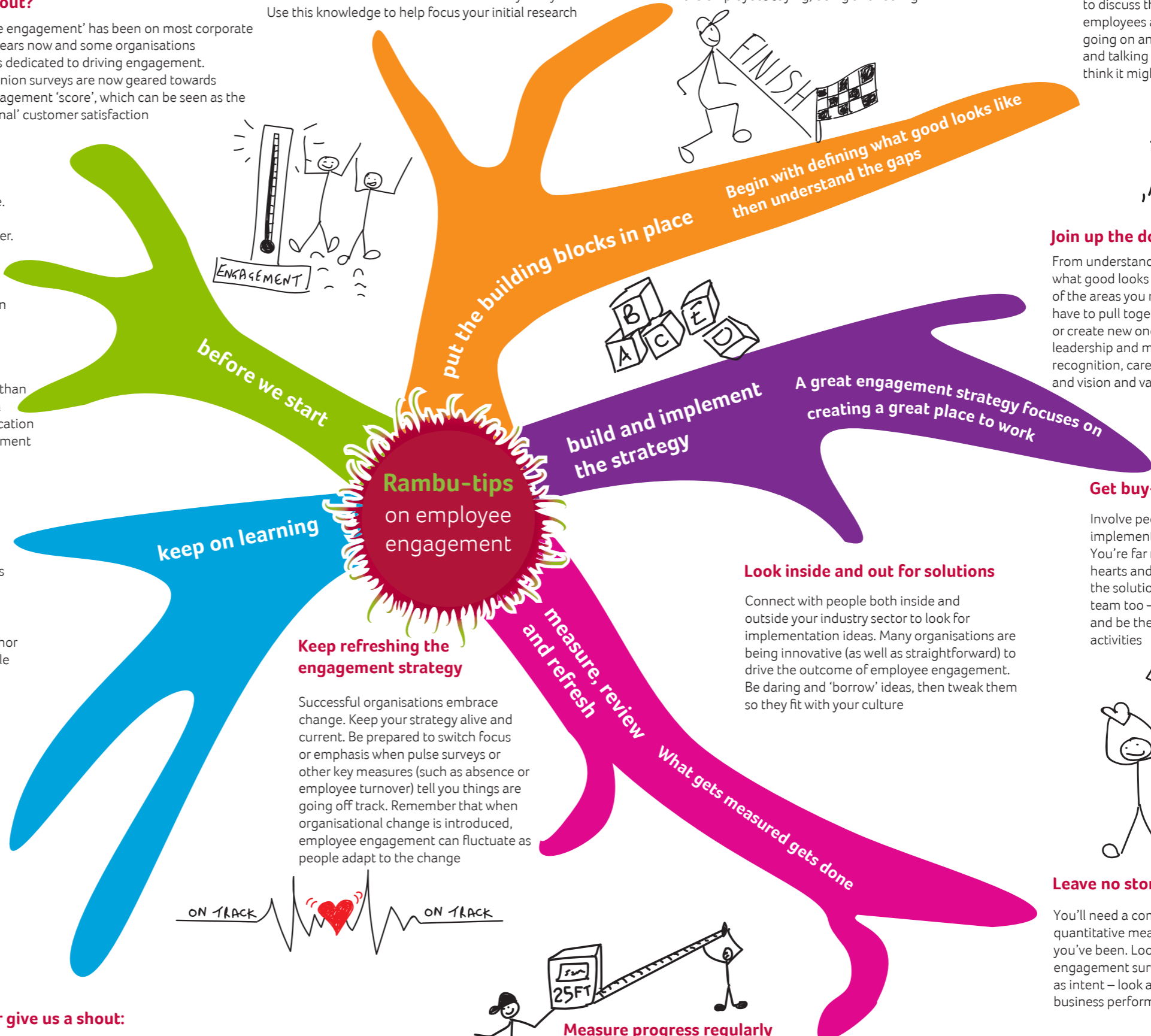
From understanding the gaps between the 'now' and what good looks like, you'll have a clear understanding of the areas you need to focus on. It's likely that you'll have to pull together and refocus existing strategies or create new ones on internal communication, leadership and management development, reward and recognition, career development, talent management and vision and values

Get buy-in from above and below

Involve people at all levels in agreeing and implementing the engagement strategy. You're far more likely to capture people's hearts and minds when they feel central to the solution. This goes for the leadership team too - they need to own the strategy and be the champions of implementation activities

Leave no stone unturned

You'll need a combination of qualitative and quantitative measures to understand how successful you've been. Look beyond the annual employee engagement survey to understand action as well as intent - look at retention rates, exit interviews, business performance and 'Glassdoor' reviews



Rambu-tips
on employee engagement

before we start

put the building blocks in place

build and implement the strategy

A great engagement strategy focuses on creating a great place to work

measure, review and refresh

What gets measured gets done

keep on learning

Keep refreshing the engagement strategy

Successful organisations embrace change. Keep your strategy alive and current. Be prepared to switch focus or emphasis when pulse surveys or other key measures (such as absence or employee turnover) tell you things are going off track. Remember that when organisational change is introduced, employee engagement can fluctuate as people adapt to the change



Measure progress regularly

An annual employee engagement survey is never enough. Keep track of progress regularly with pulse surveys, focus groups and informal chats to help understand what's working and what's not. Take the time to analyse and theme any survey open comments - there are usually big clues here about the real issues getting in the way of engagement

